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USACC Pamphlet 1-11

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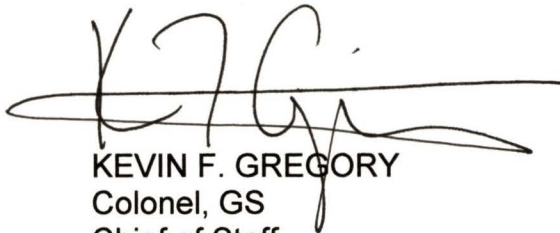
Administrative

STAFF COORDINATION AND CORRESPONDENCE

FOR THE COMMANDER:

OFFICIAL:

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Major General, U.S. Army
Commanding



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History. This publication is a new U.S. Army Cadet Command regulation.

Summary. This regulation provides detailed procedures and assigns responsibilities for correspondence formatting and coordination.

Applicability. This regulation applies to Headquarters, U.S. Army Cadet Command (USACC) and its subordinate units.

Proponent and Exception Authority. The proponent for this regulation is the Secretary of the General Staff, Headquarters USACC. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent.

Army Management Control Process. This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation and establishment of local forms are prohibited by subordinate commands of USACC.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank

Forms) directly to HQ USACC, ATTN: SGS usarmy.knox.usacc.mbx.usacc-sgs@mail.mil.

Distribution. Distribution of this regulation is intended for HQ USACC and its subordinate units. Distribution is in electronic format only.

Summary of Change

USACC Pam 1-11
Staff Coordination and Correspondence

- This is a new USACC publication so there are no changes.

Contents

| | |
|--|-----------|
| Chapter 1 - Introduction | 5 |
| 1-1. Purpose | 5 |
| 1-2. References | 5 |
| 1-3. Explanation of Abbreviations and Terms | 5 |
| 1-4. Responsibilities..... | 5 |
| Chapter 2 - Staff Coordination | 5 |
| 2-1. Brigade Actions | 5 |
| 2-2. Staff Action Officer (AO) Responsibilities | 6 |
| 2-3. Staff Coordination Process | 6 |
| 2-4. Submission of Staff Actions to Command Group..... | 8 |
| 2-5. Command Group Notification, Review, or Approval | 9 |
| Chapter 3 - Correspondence Guidelines | 10 |
| 3-1. Overview | 10 |
| 3-2. USACC Letterhead..... | 10 |
| 3-3. Type Font and Size | 11 |
| 3-4. Capitalization | 11 |
| 3-5. Abbreviations and Acronyms | 11 |
| 3-6. Office Symbols | 12 |
| 3-7. "MEMORANDUM FOR" Line and Distribution | 12 |
| 3-8. Identification of point of contact (POC) | 12 |
| 3-9. Authority Line..... | 12 |
| 3-10. Signature Blocks/Complimentary Closings | 13 |
| Chapter 4 - USACC Forms and Formats | 13 |
| 4-1. Overview | 13 |
| 4-2. Information Paper | 13 |
| 4-3. Point Paper..... | 13 |
| 4-4. Position Paper | 14 |
| 4-5. Decision Memorandum..... | 14 |
| 4-6. Executive Summary (EXSUM)..... | 14 |
| 4-7. CG Meeting Notes/Taskings..... | 14 |
| 4-8. Statement of Non-concurrence..... | 14 |
| 4-9. Statement of Consideration for Non-concurrence..... | 14 |
| 4-10. Appointment Orders | 14 |
| 4-11. Approval/Disapproval Memorandum | 14 |
| 4-12. Endorsement Memorandum | 15 |
| 4-13. Letters | 15 |
| Chapter 5 - Form 5 (Transmittal, Action, and Control) | 15 |
| 5-1. USACC Form 5..... | 15 |
| 5-2. TRADOC Form 5 | 16 |
| 5-3. HQDA Form 5..... | 16 |
| Chapter 6 - Assembling a Staff Action | 17 |
| Chapter 7 - Meetings and Briefings | 18 |
| 7-1. Scheduling..... | 18 |
| 7-2. Command Conference Room (CCR)..... | 19 |
| 7-3. Conferences | 19 |

| | |
|--|-----------|
| 7-4. Distinguished Visitors | 19 |
| 7-5. Read Ahead (RA) | 19 |
| 7-6. Pre-Briefs | 21 |
| 7-7. Briefing Format | 22 |
| 7-8. Note Taking and Suspenses for CG Meetings | 22 |
| 7-9. Tracking Taskings | 23 |
| Chapter 8 - USACC CG Policy Letters and Delegations of Authority | 23 |
| Chapter 9 - Congressional Inquiries | 24 |
| Chapter 10 - Awards and Recognition | 25 |
| 10-1. Star Notes | 25 |
| 10-2. Coins of Excellence | 26 |
| 10-3. Military Awards | 26 |
| 10-4. Honorary and Public Service Awards | 27 |
| Chapter 11 - USACC Invitational Travel Authorization (ITA) Procedures | 29 |
| 11-1. Guidelines | 29 |
| 11-2. ITA Approval Authorities | 29 |
| 11-3. Preparation of an ITA Request (Non-Spouse Travel) | 29 |
| Appendix A - References | 31 |
| Section I - Required Publications | 31 |
| Section II - Prescribed Publications | 31 |
| Appendix B - Command Conference Room (CCR) | 33 |
| Appendix C - Public Email Distribution Lists and Mailboxes | 36 |
| C-1. Command Group Distribution Lists | 36 |
| C-2. Guidance for Using Command Group Distribution Lists | 36 |
| C-3. USACC Headquarters Mailboxes Referenced in this Publication | 37 |
| GLOSSARY | 38 |
| Section I - Acronyms and Abbreviations | 38 |
| Section II - Terms | 40 |

Chapter 1 - Introduction

1-1. Purpose

This regulation prescribes administrative policy and staff procedures for Headquarters (HQ), USACC and agencies that prepare correspondence or briefings for HQ USACC.

1-2. References

Required and related publications and prescribed and referenced forms are listed in Appendix A.

1-3. Explanation of Abbreviations and Terms

Abbreviations and special terms used in this regulation are explained in the Glossary.

1-4. Responsibilities

a. Secretary of the General Staff (SGS)

(1) Establish policy and procedures to prepare and manage USACC correspondence.

(2) Review all correspondence sent to the Command Group for administrative completeness and correctness, appropriate coordination, proper level of signature, and compliance with established policies. Enforce policies, regulations, and instructions governing correspondence for USACC.

(3) Distribute and track official mail addressed to the Command Group and actions generated by the Command Group.

(4) Manage the Commanding General's (CG) USACC and Fort Knox Policy Letters and Delegations of Authority.

(5) Manage the USACC Command Conference Room (CCR).

(6) Maintain the Command Group public distribution lists.

(7) Maintain the SGS Correspondence Assistant website.

b. Staff and Brigades. Responsibilities are listed for each type of staff action in subsequent chapters and sections.

Chapter 2 - Staff Coordination

2-1. Brigade Actions

Brigades should submit all actions through the staff section that is the proponent for the type of action. For example, a DA Form 4187 for a military personnel action should be

submitted to the DCS G-1. The G-1 will process the action and then submit to the Command Group for final approval/disapproval. Brigades should contact the proponent staff section for updates on the status of their actions.

2-2. Staff Action Officer (AO) Responsibilities

- a. Become familiar with [AR 25-50](#), CC REG 10-5, and this regulation. Follow regulatory guidance to determine action required, level of approval, and appropriate signature for the action. Contact the SGS with questions on signature/approval authority prior to processing actions.
- b. Conduct a thorough mission analysis of the action being submitted. Consider the issue and why the CG is involved, staff recommendations, implications for accepting or rejecting the staff recommendations, and assessment of supporting and background information. Identify the second and third order operational impacts to the Army and USACC.
- c. Ensure subordinate commanders receive copies of their requests that HQ, USACC endorses to HQ, TRADOC or other organizations. Until actions are complete, provide periodic updates on status of requests.
- d. Complete coordination with brigades and staff IAW paragraph 2-3.
- e. Ensure staff action includes a completed [USACC Form 5](#). Staff actions in response to TRADOC and/or HQDA tasking must also include [TRADOC Form 5](#) and [HQDA Form 5](#). Form 5 instructions are located in [Chapter 5](#).
- f. Obtain approval of the proper authority within respective directorate or section.
- g. Carefully review the final product to ensure proper format, administrative correctness, and use of appropriate letterhead prior to forwarding to SGS.
- h. Ensure SGS is aware of time-sensitive actions to facilitate quick turnaround and tracking. Highlight on the USACC Form 5 or attach a note that clearly states the reason why an action is time sensitive.
- i. Maintain and manage life-cycle recordkeeping requirements for the record copy of correspondence and electronic records IAW [AR 25-400-2](#) and CC Pam 25-400-2.

2-3. Staff Coordination Process

Staff actions must be coordinated both within USACC (internal coordination) and with other organizations that have an interest in the action (external coordination).

a. Internal Coordination

(1) Lead organizations should consider actions from the CG, DCG, or CoS viewpoint. What organizations will the CG, DCG, or CoS expect to have reviewed this

action? Whose input will they want as they consider their decision? Any organization directly affected by the action or having expertise in the subject matter, should be given the opportunity to review it. If an action impacts the USACC budget, or if it is an MOA or MOU, it must be reviewed by USACC G-8. If it involves a regulatory or legal issue, it must be reviewed by USACC SJA. Coordinate all actions impacting strategic communications with PAO. Often, an action crosses several disciplines and must be reviewed by multiple organizations.

(2) Consult CC Reg 10-5 to help determine with which staff sections to coordinate.

b. External Coordination

(1) All staff actions going to the Command Group must show coordination with external organizations that have an interest in the action. When no coordination is required, the Form 5 must include the statement "External coordination not required." in, block 7, discussion section.

(2) Do not limit your coordination to subordinate commands or HQ, USACC staff. When called for, coordinate with other organizations (e.g. HRC, USAREC) and also with the HQ, TRADOC staff.

c. Concurrent Staff Coordination. Simultaneous coordination is encouraged. Use e-mail, SharePoint, shared folders, and other electronic tools to share documents and collect responses concurrently.

d. Informal Staffing. Informal coordination is conducted between staff directorates for normal staff actions. Directorate AOs should contact each other directly to work on projects and staff actions. Early coordination is encouraged to analyze all aspects and effects of the current staff action.

e. Formal Staffing. The Current Operations Division (CUOPS), DCS G-3 is the lead for official taskings to the staff and brigades. All staff actions that involve command policy should be formally staffed prior to being sent to the Command Group for approval.

f. Concurrences and Non-concurrences

(1) Staff coordination, for both informal and formal staffing, should be annotated on the USACC Form 5, block 9. Include directorate, point of contact (POC), phone number, date, check concur or non-concur, and include any remarks.

(2) Concurrence with comment is only allowed to provide additional information, not to set conditions for concurrence. Conditional concurrences are not authorized.

(3) The lead organization for the staff action will make every effort to resolve non-concurrences. This requires coordination between the AO and the author of the non-concur comments. If, after careful consideration, the lead organization rejects the suggestions of the nonconcurring organization and chooses to maintain the action as

written, the originating action office will prepare a consideration of non-concurrence statement.

(4) The AO will include the statement of non-concurrence and the consideration of non-concurrence in the staff action packet. Statement of non-concurrence and consideration of non-concurrence formats are located on the SGS Correspondence Assistant website.

(5) Ensure coordinating office is commensurate with level of signature of approving authority. For example, if the CG is signing the final document, USAREC CG would sign for USAREC coordination.

(6) If the original document is changed to address a non-concurrence, the revised document must be sent back out for final review by all staff sections conducting a review. A change to support one staff section may affect another staff section's area of responsibility so restaffing the final document is important.

2-4. Submission of Staff Actions to Command Group

a. AOs will prepare correspondence for CG, DCG, CSM, and CoS in final form.

b. Use [USACC Form 5](#), dated April 2015, (Transmittal, Action, and Control) for all correspondence (hard copy or electronic) going to the Command Group.

c. In order to maintain appropriate tracking, route actions and those returned for corrections through the SGS. Do not take actions directly to Command Group offices.

d. SGS will assign a control number, proofread and edit, and forward the correspondence to the Command Group. Actions received at the Command Group without prior SGS approval will be returned to the SGS for processing.

e. How to submit your staff action to the SGS:

(1) Hard Copy. Hand deliver a hard copy staff action packet to the SGS in Room 246, Building 1002.

(a) Memorandums, letters, etc. require hand signature so must be printed and packaged with a USACC Form 5. Ensure your staff action packet is assembled IAW [Chapter 6 \(Assembling a Staff Action\)](#).

(b) Provide SGS electronic copies of correspondence to be signed, and if required, provide electronic copies of the [TRADOC Form 5](#) and [HQDA Form 5](#). Email to the SGS email or post to a shared folder and annotate the location on the USACC Form 5, block 8 "file location". SGS will make minor administrative corrections, but will return staff actions requiring substantive changes or containing inordinate amount of errors for rewrite and/or corrections.

(2) Email. Email forms (e.g. leave forms, evaluations, etc.) that can be signed digitally to the SGS mailbox:

USARMY Ft Knox USACC Mailbox USACC SGS
usarmy.knox.usacc.mbx.usacc-sgs@mail.mil

Note: Do not scan a copy of a form that requires signature; digital forms must be able to be signed digitally. Do not email packets with memos that need to be signed; these packets must be printed and hand delivered.

(3) Digital Folders. Digital folders will be used for routine actions from staff sections. Examples of staff actions being submitted via digital folders include Cadet waivers and actions, military awards, civilian awards, and congressional inquiries. Coordinate with the SGS to establish a digital folder.

f. Prior to a meeting with a Command Group leader, AOs will provide the SGS a copy of any action to be presented during the meeting for signature. SGS will review to ensure formatting is correct. Provide a copy of signed correspondence to the SGS for official files following the briefing.

g. The SGS office will date correspondence the Command Group signs (if not dated at time of signature). The SGS will submit all correspondence going to the TRADOC CoS/DCG or CG to the TRADOC SGS. Distribution of actions addressed elsewhere is the responsibility of the lead organization. Proponents are responsible to maintain their records [IAW AR 25-400-2](#) and CC Pam 25-400-2.

h. If the CG, DCG, or CoS returns an action directly to the AO or director, bypassing the SGS, the recipient will alert the SGS to the action's status and location. If CG, DCG, or CoS requires a response, resubmit the response back through the SGS.

2-5. Command Group Notification, Review, or Approval

Proponents will notify the Command Group of these specific items of interest requiring Command Group notification, review, approval, and/or signature to include:

a. Outgoing correspondence making personal reference to CG, DCG, or CoS. Only the CG, DCG, or CoS may release such correspondence.

b. Responses to incoming communications addressed personally to CG, DCG, or CoS, unless directed otherwise.

c. Memorandums of agreement (MOAs) and memorandums of understanding (MOUs) between HQ USACC staff organizations and organizations external to USACC require CoS approval. The USACC SJA and USACC G-8 will review all MOAs and MOUs prior to sending to the Command Group.

d. Correspondence to and from:

(1) National and state government officials, university/college officials, and other important civilian officials

(2) TRADOC or DA staff principals

(3) USACC brigade commanders

e. Nonconcurrences and disapprovals. Nonconcurrences/negative responses to TRADOC, subordinate commands, and/or other commands outside of USACC require CoS or CG approval.

f. USACC administrative publications that establish new policy, revise existing policy, delegate authority, or assign responsibility (that is, USACC supplements to Army regulations, circulars, etc.) require CoS approval with SJA coordination. See CC Reg 25-35 (USACC Publications and Forms Management Program) for additional instructions on preparing and coordinating administrative publications. Publish new policies, or a major change to existing policies, in the appropriate publications medium.

Chapter 3 - Correspondence Guidelines

3-1. Overview

a. [AR 25-50](#) prescribes policies, procedures, and standard formats for preparing and processing Army correspondence. Correspondence templates are located on the SGS Correspondence Assistant website.

b. Effective Army Writing. Per [AR 25-50](#) Army writing will be concise, organized, and to the point. Two essential requirements include putting the main point at the beginning of the correspondence (bottom line up front) and using the active voice. Section IV, [AR 25-50](#) provides more detail and explanation on effective Army writing.

c. Multiple-addressee correspondence, memorandums of instruction (MOI), policy memorandums, electronic messages, and standing operating procedures (SOP) will not be used as substitutes for issuing, changing, or revising USACC-wide policy and procedure publications IAW [AR 25-30](#), paragraph 3-38a.

3-2. USACC Letterhead

a. Use USACC HQ letterhead stationery for all formal memorandums and letters requiring Command Group signature. HQ primary and special staff will also use the USACC letterhead with their corresponding office symbol. Electronic letterhead templates are available on the SGS Correspondence Assistant website.

b. Brigade and ROTC units' letterhead will be formatted IAW [AR 25-30](#). Do not include slogans, mottos, or unofficial unit names on letterhead.

c. Examples of correctly formatted letterheads:

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY CADET COMMAND AND FORT KNOX
1ST CAVALRY REGIMENT ROAD
FORT KNOX, KENTUCKY 40121-5123

Figure 3-1 (HQ USACC Letterhead)

DEPARTMENT OF THE ARMY
HEADQUARTERS, XXX BRIGADE, UNITED STATES ARMY CADET COMMAND
STREET ADDRESS
CITY, STATE ZIP CODE

Figure 3-2 (Sample Brigade HQ Letterhead)

DEPARTMENT OF THE ARMY
ARMY RESERVE OFFICERS' TRAINING CORPS (ROTC)
DEPARTMENT OF MILITARY SCIENCE, NAME OF COLLEGE OR UNIVERSITY
STREET ADDRESS
CITY, STATE ZIP CODE

Figure 3-3 (Sample ROTC Unit Letterhead)

3-3. Type Font and Size

Use Arial font, size 12 for all correspondence. Adjust to size 11 or 11.5 if this creates a one page document. Do not go below size 11.

3-4. Capitalization

The following words are capitalized in internal Army correspondence: Cadet, Soldier, Family, and Civilian, when referring to an Army Family or Department of the Army Civilian, respectively. The word cadre is not capitalized.

3-5. Abbreviations and Acronyms

Use acronyms in correspondence except when writing to individuals or organizations not familiar with their use. The first time an abbreviation, brevity code, or acronym (ABCA) is used in text, spell it out and follow it with the abbreviation in parentheses. Thereafter, use the acronym. Use the electronic version of authorized ABCA database located at <https://www.rmda.army.mil/abbreviation/MainMenu.asp> for Army approved ABCAs. See [AR 25-52](#) for examples of acceptable and unacceptable capitalization of meanings of abbreviations, brevity codes, and acronyms.

3-6. Office Symbols

a. The DCS G-6 is the proponent for requesting and managing all office symbols for the HQ staff and brigades.

b. The proponent for the staff action should use their office symbol on correspondence in which they are the lead, even when the CG is signing.

c. To determine correct addresses and office symbols for other U.S. Army organizations, use the U.S. Army Addresses and Office Symbols (AAO) database at <https://www.rmda.army.mil/aa0/Search.aspx>.

3-7. “MEMORANDUM FOR” Line and Distribution

Format the MEMORANDUM FOR and THRU lines IAW [AR 25-50](#). When addressing correspondence to all Brigade Commanders and all HQ USACC staff, type the MEMORANDUM FOR line as shown in figure 3-4.

| |
|--|
| MEMORANDUM FOR Commanders, All Units Reporting Directly to this Headquarters Directors and Chiefs, Primary and Special Staff Offices, HQ USACC |
|--|

Figure 3-4 (Memorandum FOR Line for Brigade Commanders and all HQ Staff)

3-8. Identification of point of contact (POC)

POC information is generally placed in the last paragraph of the correspondence: military rank or civilian prefix, last name only, office/organization, DSN phone number, commercial phone number, and e-mail. For example, “Point of contact is Mr. Smith, Office of the DCS G-1, DSN 501-XXXX, (502) 624-XXXX, joe.a.smith.civ@mail.mil”.

3-9. Authority Line

a. Principal staff officers may sign correspondence using the authority line FOR THE COMMANDER when the correspondence is totally within their area of responsibility. Such correspondence cannot establish policy nor impose suspenses, and must remain within USACC. In most instances this correspondence is informational and between counterparts.

b. Principal staff officers and chiefs of special/personal staff offices may delegate signature authority for correspondence within their organization. When delegated, use an authority line to show for whom the person is signing, for example: FOR THE DEPUTY CHIEF OF STAFF, G-1. Individuals delegated signature authority will use their own signature blocks and titles.

c. CG delegation of signature authority for principal staff officers, chiefs of special/personal staffs, and brigade commanders will be in writing from the CG and accompanied by an explanation of the material for which the CG has approved signature delegations. Individuals delegated signature authority will use their own signature blocks and titles.

3-10. Signature Blocks/Complimentary Closings

a. Signature blocks for memorandums and letters. [AR 25-50](#), chapter 6, section II, provides guidelines on memorandum signature blocks. USACC CG, DCG, CSM, CoS, and ACoS signature blocks are located on the SGS Correspondence Assistant website.

b. Addresses and Closings for Letters. Refer to [AR 25-50](#) Appendix C for correct forms of address, salutation, and complimentary closes for letters. Table C-7 shows the correct formatting for addressing letters to university and college officials.

Chapter 4 - USACC Forms and Formats

4-1. Overview

a. This chapter provides an overview of types and usage of correspondence. Prepare correspondence IAW [AR 25-50](#). Specific forms and formats for use in USACC are also described. Use HQ USACC letterhead stationery for military correspondence, annotated with the proponent's office symbol.

b. Use [USACC Form 5](#) when submitting correspondence to the Command Group. Keep information in the [USACC Form 5](#) brief, with a purpose statement, short background summary, and coordination.

c. All of the following correspondence should be formatted with one inch margins, using the same paragraphing as a memorandum. Templates for each of the following types of correspondence are located on the SGS Correspondence Assistant website.

4-2. Information Paper

Use an information paper to provide the reader pertinent facts in a clear and concise format. There should not be a recommendation in an information paper. Do not exceed two pages, excluding supporting documents.

4-3. Point Paper

Use a point paper to provide an assessment, recommendations, and discussion points in outline form. It features short, to the point, easy to read bullet phrases. Use point papers when the reader has a thorough knowledge of the subject. Minor variations in the point paper format are acceptable, if needed, to better present the information.

4-4. Position Paper

Use a position paper to define an organization's position or policy on an issue and to promote/defend a position.

4-5. Decision Memorandum

Use a decision memorandum, when directed, to obtain decisions from Command Group or higher HQ. Decision memorandums are normally used to gain decisions on staff actions. Prepare this special-purpose action in informal memorandum format. Do not exceed two pages, excluding supporting documents.

4-6. Executive Summary (EXSUM)

Use EXSUMs to provide information, updates, and interim responses to the Command Group. Although not intended to replace all other staff papers, the EXSUM provides important information to the Command Group in a timely manner. Whenever possible, use EXSUMs instead of information papers.

4-7. CG Meeting Notes/Taskings

If there is a large quantity of information and due-outs from a meeting with the CG, use this expanded EXSUM format.

4-8. Statement of Non-concurrence

Use a statement of non-concurrence to annotate a non-concurrence with a staffing action. Discuss why you non-concur and recommend a solution.

4-9. Statement of Consideration for Non-concurrence

The AO will prepare a statement of consideration for non-concurrence when the AO disagrees with a staff section's recommendation and explain the underlying reasons why they did not make any changes to the staff action to resolve the non-concurrence.

4-10. Appointment Orders

Appointment orders are used to assign special duties, and can be required by regulation for specific duties. They are prepared in memorandum format and are addressed to the appointee and are effective as long as the appointee remains in the position. They do not need to be renewed when the CG changes.

4-11. Approval/Disapproval Memorandum

Correspondence sent to the Command Group that requires CG decision (approval or disapproval) must include the approval or disapproval memorandum, prepared in final format for CG signature. When unsure which decision the CG will make, include both memorandums.

4-12. Endorsement Memorandum

Correspondence sent to the Command Group that requests CG endorsement (approval or disapproval) to TRADOC or another agency requires an endorsement memorandum, prepared in final format for CG signature. Endorsement memorandums are usually used to recommend a person for an award or program, but they can be used to endorse a staff action.

4-13. Letters

a. Letters are used for correspondence when a personal tone is appropriate, for official personal correspondence by military and civilian personnel (e.g. welcome letters and letters of recommendation).

b. For actions that require sending multiple letters or invitations, the following guidelines will expedite the process:

(1) When sending the same letter or invitation to multiple recipients, submit one template through the SGS to the Command Group for review/approval. Present the names of addressees in categories (e.g. retirees, former commanders, civilian contractors, etc.), along with correctly formatted mailing addresses, and proposed salutation and closings, for approval. Once approved, the action is returned to the proponent to complete all of the letters or invitations. Once all of the letters have been prepared, submit to the SGS for signature.

(2) Prepare Command Group invitations to major events early enough so they may be mailed no later than 30 days prior to the event.

(3) If the CG wants to personally deliver or pen a personal note to some of the invitees, indicate and provide CG with recommendation on breakout of proposed invitees. Include addressee's first name or nickname so the CG can line through the salutation and write in the name, if desired.

(4) E-invitations are coordinated through Executive Services Division.

(5) For short notes of appreciation, commendation, thanks, or condolence, use the Star Note format as described in [Chapter 10-1, Star Notes](#).

Chapter 5 - Form 5 (Transmittal, Action, and Control)

5-1. USACC Form 5

a. USACC Form 5 accompanies staff actions processed for USACC Command Group information, signature, or approval. Use of USACC Form 5 ensures correct tracking of staff actions and provides an official record of approvals/disapprovals.

b. Obtain the appropriate approval/release signature(s) within your organization before forwarding to the SGS. A well-prepared USACC Form 5 eliminates the need to

return the package for corrections and ensures speedy processing through the Command Group and signature/approval of the action without questions.

c. The current version of this form is posted on the SGS Correspondence Assistant website. Instructions for completing the USACC Form 5 are located on page 3 of the form.

5-2. TRADOC Form 5

a. [TRADOC Form 5](#) accompanies staff actions processed for TRADOC Command Group information, signature, or approval.

b. Complete TRADOC Form 5 using the instructions on page 3 of the form.

c. Block 8, Lead Agency Staff Coordination, is the section where USACC personnel are listed. The “PRINCIPAL” should be the Command Group leader who is the final signature before forwarding to TRADOC. This is usually the CoS, DCG, or CG. “ACTION OFFICER” should be the directorate level AO. Block 9, Staff Coordination, is for TRADOC staff coordination, not USACC. A template with the CG, USACC information entered is located on the SGS Correspondence Assistant website.

d. Include the TRADOC Form 5 under tab A-1 in the staff action packet (see fig 6-1).

e. Affix a sign here tab to page 2 indicating where the Command Group leader should initial. Ensure the tab extends past the paper so it is easy to locate.

5-3. HQDA Form 5

a. [HQDA Form 5](#) accompanies staff actions processed for HQDA information, signature, or approval.

b. Complete HQDA Form 5 using the instructions on page 3 of the form.

c. Block 8, Lead Agency Staff Coordination, is the section where USACC personnel are listed. “ACTION OFFICER” should be the directorate level AO. The “PRINCIPAL” is the TRADOC Commander. CG, USACC is listed above the TRADOC Commander. Sometimes, the USACC Commander will be listed in Block 9, Staff Coordination, when the form originates from HQDA and USACC is asked to respond as a coordinating staff.

d. Include the HQDA Form 5 under tab A-2 in the staff action packet (see fig 6-1).

e. Affix a sign here tab to page 2 indicating where the Command Group leader should initial. Ensure the tab extends past the paper so it is easy to locate.

Chapter 6 - Assembling a Staff Action

a. All hard copy staff actions coming to the Command Group will be assembled as shown in figure 6-1, below. Ensure tabs are consecutive and explained in order on the USACC Form 5.

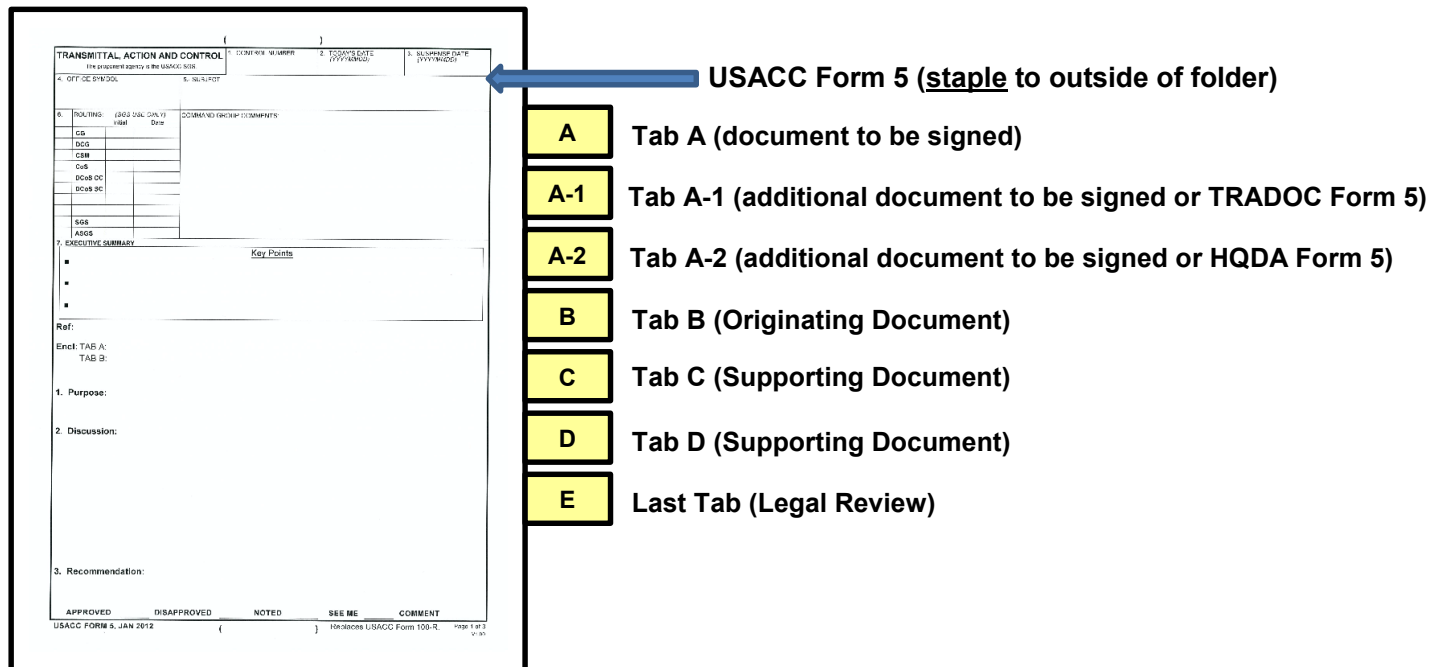


Figure 6-1 (Assembling a Hard Copy Staff Action)

b. Folder cover. The USACC Form 5 is always attached to the front of the folder. Above the Classification mark, staple the USACC Form 5 to the front of the folder.

c. First tab (A or 1):

(1) Original document requiring signature (or approval).

(2) If more than one page, assemble in normal sequence. When transmitting more than one document for signature or approval with USACC Form 5, attach the separate documents as tabs A-1, A-2, A-3, etc. If a TRADOC Form 5 and HQDA Form 5 are required, enclose these under the first tab; not on the cover of the packet.

(3) Second tab (B or 2): Originating document (correspondence or tasking) that generated the action, if applicable. If tab A is a response, tab B contains the original correspondence that generated the action.

(4) Subsequent tabs: Attach detailed background material required for complete understanding of the action or material that expands on items discussed in the body of USACC Form 5. Use succeeding tabs in the order listed on USACC Form 5.

d. Last tab: Legal Review should be enclosed under the last tab.

e. Assemble any enclosure printed in landscape mode (printed along the long axis of the paper) with the head of the document to the left so that when the entire package is rotated clockwise, the enclosure is right side up. Most common enclosures are paper copies of briefing slides.

f. Attach internal content (documents) in the upper left hand corner (not the center) to the folder using clam clips or spring loaded clips; do not use regular paper clips since they easily fall off.

g. Affix "Sign Here" flags to every location where a signature or initials are required. "Sign Here" flags should extend past the paper so the signer can easily locate the page to sign.

Chapter 7 - Meetings and Briefings

7-1. Scheduling

a. Meetings or conferences involving the Command Group should begin no earlier than 0900 to avoid conflicts with physical training schedules.

b. When arranging briefings, AOs will coordinate with Command Group schedulers to arrange the date, time, and location of briefings.

c. CG Planning Calendar

(1) To request an appointment on the CG's calendar send an email to:

USARMY Ft Knox USACC Mailbox HQ Cmd Grp CG
usarmy.knox.usacc.mbx.hq-cmd-grp-cg@mail.mil

(2) Include the following information in the text of the email:

- Subject of the Meeting:
- Purpose:
- CG Requested: "Yes" or "No"
- Time Needed:
- Recommended Attendees:
- NLT Date for Scheduling: (identify if the meeting is time sensitive, and if it is then explain why so it can be prioritized)

d. Staff principals are responsible for notifying the CG of short-notice taskings from TRADOC and other sources to provide briefings to senior officials. To obtain Command Group input as early in the process as possible, coordinating staff will forward details and outline via e-mail, preferably within 24 hours of receiving the mission.

7-2. Command Conference Room (CCR)

The CCR is the primary meeting/briefing room for members of the Command Group and is located in Room 253, Building 1002. Detailed instructions for scheduling and usage are located in [Appendix B](#).

7-3. Conferences

DCS G-3, USACC is responsible for requirements and procedures for requesting authority to hold conferences, symposia, and seminars. For coordination, contact the Current Operations Division at usarmy.knox.usacc.mbx.hq-g3-ops@mail.mil.

7-4. Distinguished Visitors

a. Visits to HQ USACC. Proponents request CoS approval for visits to HQ USACC and major events. The request will include the type of visit/event, the objectives, the visitor's biography, and the 5Ws.

b. Upon CoS approval:

(1) If there is Command Group involvement, the staff lead will prepare a Read Ahead (RA) for the CG, DCG, and CoS and conduct in-progress review(s) (IPR) as required.

(2) If there is no Command Group involvement, the staff lead will prepare an RA for the host and conduct IPRs as required.

(3) Staff lead is responsible to coordinate with Executive Services Division (ESD) for all protocol support.

7-5. Read Ahead (RA)

a. RAs and pre-briefs prepare Command Group leaders for briefings and meetings, internal and external. They are critical to the success of Command Group calendar events. RAs and pre-briefs must focus the leader's thoughts--not just cover background information.

b. Responsibilities.

(1) CG Executive Officer (XO). The CG XO is overall responsible for managing the suspenses and requirements for RAs and the scheduling of pre-briefs for the CG and DCG.

(2) Proponent for Meetings. The proponent is the staff section who has the lead for the meeting. The meeting proponent is directly responsible to prepare the RA in accordance with the following procedures and submit it by the suspense date. The proponent is also responsible to schedule and pre-brief Command Group leaders as

required. In instances when a proponent is not identified, the CoS/ACoS will assign an office of primary responsibility as the HQ USACC lead.

c. Procedures for RAs.

(1) Suspense for RA is NLT COB 3 duty days prior to the event or Command Group leader departure for an event.

(2) Digital Copy RA.

(a) All RAs for the Command Group need to be uploaded to the Command Group SharePoint.

(b) The Command Group staff will receive a notice that the briefings have been uploaded and will print the required copies.

(3) Hard Copy RA. When requested, provide additional hard copy RAs as described below:

Print paper slides on one side; only use color if the use of color differentiates data. It is acceptable to print two slides per page if slides are legible. Ensure briefing slides include page numbers. If the briefing is large and requires a binder, punch three-ring binder holes at the top of the page for slides in landscape orientation or on the left side for portrait orientation.

d. Coordination. The staff proponent coordinates directly with external agencies and other staff offices to obtain pertinent topics and information for timely completion of RA products. For events that a member of the Command Group or external agencies schedule, the USACC HQ staff lead consolidates all input and assessments into the final RA product.

e. Partial Submission. Pending receipt of information from external agencies must not delay submission. A partial submission is vital to alert all concerned of the status and to initiate review and analysis. Include a “placeholder” page in partial submissions to identify what is pending, from whom, and date of expected completion. Upon completion of delayed items, add to the initial partial submission as an update, rather than reconstructing an entirely new submission.

f. Changes. Changes to briefing slides after the RA has been submitted should be submitted to CG XO as soon as possible so that Command Group leaders have the accurate and most recent version of briefings before arriving at the meeting.

g. Meeting proponents are responsible for the presentation of slides for their briefings in the Command Conference Room (CCR).

h. RA Contents. The following items are required as part of the RA; templates are located on the SGS Correspondence Assistant website.

(1) Internal HQ Meetings. Only a copy of the briefing slides need to be provided to the Command Group.

(2) External Audience Meetings

(a) USACC Form 5/Executive Summary. An executive summary will be provided on page one of the Form 5 to include the following information: subject (include the AO name, phone number and email), key points, enclosures, purpose, background, most significant issues, and recommendation. Include only essential items on the USACC Form 5, using key points the leader should know before the meeting. Staff coordination should be documented on page two.

(b) Attendee Roster. Include an attendee roster which lists the name, grade, title, and organization of all invited participants to include participants via video teleconferencing.

(c) Briefing Slides. Use the USACC briefing slide template for all briefings.

(d) Background Material. Background information may be required to prepare the Command Group leader for the meeting. Do not duplicate information contained on the USACC Form 5 or briefing slides. Enclose information papers, point papers, email correspondence, or other information that will provide clarity and depth for the meeting. Keep background material to a minimal.

7-6. Pre-Briefs

a. Pre-brief Requirements. Pre-briefs are required to prepare the Command Group leader for meetings with higher headquarters or outside agencies. Staff proponents are responsible for scheduling the pre-brief with the executive assistant as soon as the primary meeting has been scheduled. Use the briefing slide templates and talking points slide template located on the SGS Correspondence Assistant website.

b. There are three main types of meetings that require pre-briefs:

(1) Attendee. When the Command Group leader is attending a meeting as a participant, the staff proponent will provide a copy of the briefing presentation. The staff proponent will also prepare talking points associated with the external briefing slides to use during the meeting. A stand-alone brief (slide presentation) with talking points may be required depending on the complexity of the topic, to fully prepare the Command Group leader.

(2) Primary Briefer. When the Command Group leader is the presenter of the briefing the staff proponent will prepare the slides and talking points.

(3) Partial Briefer. When the Command Group leader is briefing USACC slides as part of a larger brief the staff proponent will prepare the slides and associated talking points. If there are multiple external organizations providing slides for the brief the staff proponent will also prepare talking points for other slides that have impact on USACC.

c. Talking Points. Organize talking points to be clear and concise. Provide background information as needed to give the CG, DCG, CoS or CSM depth of the topic and significant impact of issues on USACC. Use the talking points slide template and follow the directions in the slide notes. Do not provide the talking point slides to external organizations; they are for the CG, DCG, CoS, or CSM use only. Remove talking point slides during the presentation of the slides. Talking Points slide templates are located under “layout” in the standard USACC templates for briefings (see para. 7-7).

d. RAs are required for pre-briefs.

e. Professional Products. It is important that RAs and pre-briefs are prepared and formatted professionally. Ensure all contents are free of spelling and grammar errors. Use the templates provided to ensure that all of your briefing slides are formatted correctly; do not change the font type, sizing, or positioning of items on the briefing slides template. A wide variety of slide options are provided under “layout” to assist you. Using the templates enables your slides to be combined seamlessly with other presentations.

7-7. Briefing Format

USACC templates for standard briefings, decision briefs, and information briefs are located on the SGS Correspondence Assistant website.

7-8. Note Taking and Suspenses for CG Meetings

a. CG taskings. It is important to make note of any guidance, taskings, and/or observations the CG provides in various venues (for example, during meetings, VTCs, visits, conferences, discussions en route, etc.). To ensure unity of effort and maintain visibility, responsible staff offices will submit notes following the below guidelines.

(1) Within 2 duty days, e-mail a summary of significant issues that arose to the CoS, ACoS, and XO for dissemination.

(2) When possible, use the [EXSUM](#) format to provide a summary of the meeting. If there is a large quantity of information and due-outs from the meeting, use the template for [CG Meeting Notes/Taskings](#) format.

(3) Naming Convention. Use the following format to name the file:

CG Meeting Notes & Taskings (or EXSUM) – date of meeting - OPR - Topic

Example: “CG Notes & Taskings - 20140315 - RMID - Annual Program Review”

Example: "EXSUM - 20150615 - PAO - Senior Leader Workshop"

(4) Highlight only significant CG guidance, decisions, and taskings and provide the who, what, when, where, and why of the event.

(5) Note taking lead by type of event.

(a) CG discussions en route: Recipient of decisions, taskings, and/or guidance.

(b) CG calendar event (office, CCR, VTC, etc.): Staff lead.

(c) CG VTC with all commanders (with no staff lead): CoS representative.

(d) CG Brigade and ROTC unit visits: Unit representative.

(e) CG-directed conference. Each staff lead submits a summary for their briefs.

(f) CG attendance at TRADOC and higher meetings: Staff lead sends a staff representative to take notes/capture taskings, unless relieved of responsibility prior to event. When there is no staff representative, and the CG Aide is present, he will forward CG-directed taskings, decisions, and guidance to the DCG/CoS/ACoS/XO for dissemination.

b. Key points:

(1) Responsible staff section or organization will designate an AO to record notes and taskings issued by the CG at the meeting.

(2) AO will confer with CoS/ACoS representative after meeting to make sure both are tracking same tasks.

(3) AO will prepare notes and taskings, recommending leads and suspenses.

7-9. Tracking Taskings

The staff proponent for the event that generated the taskings (for example, RMID for the Annual Program Review (APR)) will have responsibility for tracking, collating, and updating the Command Group on the status of event taskings on a periodic basis.

Chapter 8 - USACC CG Policy Letters and Delegations of Authority

a. The USACC SGS maintains policy letters and the delegation of authority memorandums. All policy letters and delegations of authority will be routed through the SGS. The USACC SGS will manage the assignment of numbers to approved policy letters. Approved policy letters and delegations of authority will be posted to the Fort Knox homepage and/or the USACC homepage, as relevant.

b. Policy Letters

(1) CG USACC policy letters apply to all subordinate commands and HQ staff offices. Policy letters provide policy concerning special interest areas when required by HQDA, and communicate the highest level of command interest in areas that may or may not be covered in Army publications.

(2) Staff elements will forward policy letters under cover of a USACC Form 5, coordinated through the SJA, for CG approval. Once the CG approves, SGS will consecutively number and maintain an index of the policy letters.

(3) Policy letters remain in effect until superseded or rescinded. Staff proponents will review policy letters every two years to ensure the information is still valid and current. Some policy letters may require earlier review due to change in Army policies. Do not wait for CG departure to update policy letters; policy letters should always be current.

(4) Policy letters will not be used as substitutes for issuing, changing, or revising USACC-wide policy and procedures, IAW AR 25-30, paragraph 3-38a. On a case-by-case basis, an interim policy letter may be issued; AOs and staff principals will ensure the new policy is incorporated into the publication within six months of issuance, IAW AR 25-30, paragraph 1-25d(4).

c. Delegations of Authority

(1) Delegations of authority designate authority commensurate with responsibility, and reduce paperwork at higher levels for matters that can be decided at lower levels. Delegation of authority memorandums will cite the Army regulation paragraph(s), as appropriate.

(2) Staff elements will forward delegation of authority memorandums under cover of a USACC Form 5, coordinated through the SJA, for CG approval. Once the CG approves, SGS will maintain file copies.

Chapter 9 - Congressional Inquiries

The DCS G-1 is the lead for all inquiries from congressional offices, Secretary of the Army, government officials (e.g. Governors, Mayors, etc.), and university officials.

a. Congressional Affairs Specialist (DCS G-1) Responsibilities

(1) Track all inquiries.

(2) Provide preformatted response templates to the AO to include instructions and general guidance for use in responding to inquiries.

(3) Coordinate with the Public Affairs Officer (PAO) and the Commander's Planning Group (CPG) for proper messaging.

(4) Coordinate with the Staff Judge Advocate (SJA) for legal review as required.

(5) Prepare final correspondence ready for signature.

(6) Submit through the SGS, to the CoS for review/approval of response or for CG for signature when required.

b. Correspondence received directly via email or mail, by any staff section or subordinate unit, will be forwarded to the Congressional Affairs Specialist, DCS G-1 for action and tracking. HQ staff and subordinate units will not respond directly to any government official without first coordinating with the Congressional Affairs Specialist, DCS G-1.

Chapter 10 - Awards and Recognition

10-1. Star Notes

a. Only GOs use star notes, normally for brief personal replies or to convey congratulations, appreciation, welcome, regrets, etc.

b. Use the star note template located on the SGS Correspondence Assistant website. Do not change the formatting of the template because star notes are a special size paper.

c. Star notes should be drafted by the requestor, to include correct mailing address, and correct salutation (see [AR 25-50](#) Appendix C for correct forms of address, salutations, and complimentary closes). Do not use a work address; put the individual's home address on the star note. Due to volume, the star note may be completed after an individual has departed so an accurate home mailing address is important.

d. Email the completed star note to the SGS email: usarmy.knox.usacc.mbx.usacc-sgs@mail.mil a minimum of 3 weeks prior to date of presentation or immediately after accomplishment for which being recognized.

(1) All requests for star notes will be routed through the staff director/deputy or brigade commander/DBO/XO to the SGS email.

(2) Email subject line should read: STAR NOTE, date of presentation or accomplishment, name of recipient.

Example: STAR NOTE, presentation date 11 Nov 14, Charlene Brown.

(3) Provide the justification for the star note in the email. Include the date of the accomplishment and date of presentation, if applicable.

(4) All star notes will be mailed directly to the recipient, unless the requestor annotates in the email that they would like the star note mailed to them for presentation. In this instance, include the mailing address for the requestor in the email.

(5) If a CG coin is also being requested, include a justification for the coin in the email.

e. Star notes for departure or retirement will be processed through the DCS G-1.

10-2. Coins of Excellence

a. Command coins of excellence may be requested for achievement.

b. Email request for a coin of excellence to the SGS email: usarmy.knox.usacc.mbx.usacc-sgs@mail.mil a minimum of 3 weeks prior to date of presentation or immediately after accomplishment for which being recognized.

(1) Provide the justification for the coin of excellence in the email.

(2) All requests for coins of excellence will be routed through the staff director/deputy or brigade commander/DBO/XO to the SGS email.

(3) Email subject line should read: COIN OF EXCELLENCE, date of presentation or accomplishment, name of recipient.

Example: COIN OF EXCELLENCE, accomplishment date 23 Nov 14, Charlene Brown.

c. Coins being presented on behalf of the CG will include the name and mailing address of the requestor in the text of the email.

d. Coins will only be mailed directly to a recipient when an accompanying star note request is received (see paragraph 10-1).

10-3. Military Awards

a. References. Follow [AR 600-8-22](#) and [TRADOC Supplement 1 to AR 600-8-22](#) guidance to recommend Soldiers for military awards.

b. Approval Authorities are IAW AR 600-8-22, paragraph 3-5d and table 3-5. Additional authorities may be granted by the CG via a delegation of authority.

c. Submission of military awards.

(1) Award nominations must be signed by the nominating official, and brigade commander or HHD commander; then sent to the DCS G-1. Incomplete award packets will be returned without action.

(2) Submit a complete and accurate, [DA Form 638](#) and required documentation via e-mail to the G-1 military awards specialist.

(3) Award nominations not received in the DCS G-1 by the designated suspense date must include a letter of lateness from the brigade commander or director to the CG.

(4) Required documentation and submission timelines for each type of award are at Figure 10-1.

| Military Awards | | | |
|------------------------------------|--------------------------|--|---|
| Award | Approval Authority | Suspense Date to USACC G-1 | Required Documentation |
| Distinguished Service Medal | Chief of Staff, US Army | NLT 150 days prior to the presentation date | <ul style="list-style-type: none"> • DA Form 638 • Award Narrative Justification • Proposed DA Citation • DA Award Information Sheet • TRADOC Memo |
| Legion of Merit | TRADOC CDR | NLT 120 days prior to the presentation date | <ul style="list-style-type: none"> • DA Form 638 • Award Narrative Justification • Proposed TRADOC Citation |
| Meritorious Service Medal | USACC Commander | NLT 45 days prior to the presentation date | <ul style="list-style-type: none"> • DA Form 638 |
| Army Commendation Medal | HQs Personnel: USACC CDR | (Impact awards, AAM, ARCOM or MSM: within 2 weeks from date of impact achievement) | |
| Army Achievement Medal | Bde Personnel: BDE CDR | | |
| Certificate of Achievement | | | |

Figure 10-1.....

d. Contact the Military Personnel Division (MPD), DCS G-1, USACC (ATCC-PA) for additional guidance or assistance in completing military award nominations.

10-4. Honorary and Public Service Awards

a. References. Follow [AR 672-20](#), [DA Pamphlet 672-20](#), and [TRADOC Supplement 1 to AR 672-20](#) guidance to recommend civilians for honorary and public service awards.

b. Civilian honorary awards are used to recognize DA Civilians. Public service awards are used to recognize members of the general public, such as spouses and Army Family volunteers.

c. Submission of civilian awards.

(1) Award nominations must be signed by the nominating official, and brigade commander or director; then sent to the DCS G-1. Incomplete award packets will be returned without action.

(2) Submit a completed, digitally signed and encrypted [DA Form 1256](#) and supporting documentation to the Civilian Personnel Division (CPD), DCS G-1, USACC via email prior to presentation date as follows.

(3) Award nominations not received in the DCS G-1 by the designated suspense date must include a letter of lateness from the brigade commander or director to the CG.

| Civilian Honorary Awards | | | |
|---|-----------------------------|---|---|
| Award | Approval Authority | Suspense Date to USACC G-1 | Required Documentation |
| Decoration for Exceptional Civilian Service | Secretary of the Army | NLT 120 days prior to the presentation date | <ul style="list-style-type: none"> • DA Form 1256 • Justification • Proposed Citation • Awards History • Biographical Data • Photograph |
| Meritorious Civilian Service Award | TRADOC CDR | NLT 90 days prior to the presentation date | <ul style="list-style-type: none"> • DA Form 1256 • Justification • Proposed Citation • Awards History |
| Superior Civilian Service Award | USACC CDR | NLT 45 days prior to the presentation date | <ul style="list-style-type: none"> • DA Form 1256 • Justification • Proposed Citation |
| Commander's Award for Civilian Service | HQs Personnel: USACC CDR | | |
| Achievement Medal for Civilian Service | | | |
| Certificate of Appreciation for Patriotic Civilian Service | Bde Personnel: BDE CDR | | |
| Civilian Honorary Awards cont. | | | |
| Award | Approval Authority | Suspense Date to USACC G-1 | Required Documentation |
| Certificate of Achievement | Any O6/GS-15 or higher | NLT 45 days prior to the presentation date | <ul style="list-style-type: none"> • DA Form 1256 • Justification • Proposed Citation |
| Certificate of Appreciation | | | |
| Civilian Award for Humanitarian Service | TRADOC CDR | NLT 90 days prior to the presentation date | |

| Public Service Awards | | | |
|---|--------------------------------------|--|---|
| Award | Approval Authority | Suspense Date to USACC G-1 | Required Documentation |
| Decoration for Distinguished Civilian Service Secretary of the Army Public Service Award | Secretary of the Army | NLT 120 days prior to the presentation date | <ul style="list-style-type: none"> • DA Form 1256 • Justification • Proposed Citation • Awards History • Biographical Data • Photograph |
| Outstanding Civilian Service Award | Commander at the rank of MG or above | NLT 90 days prior to the presentation date if USACC CG is a BG NLT 45 days prior to the presentation date if USACC CG is a MG | <ul style="list-style-type: none"> • DA Form 1256 • Justification • Proposed Citation • Awards History |

Figure 10-2 (Civilian Awards Submission Requirements)

d. Contact the Civilian Personnel Division (CPD), DCS G-1, USACC (ATCC-PAP) for additional guidance or assistance in completing civilian award nominations.

Chapter 11 - USACC Invitational Travel Authorization (ITA) Procedures

11-1. Guidelines

This chapter prescribes ITA procedures and formats for use at HQ USACC and subordinate units. Use the ITA request memorandum template located on the SGS Correspondence Assistant website.

11-2. ITA Approval Authorities

a. The CG, USACC is the approval authority for all ITAs for official TDY (non-spouse travel).

b. The DCG/CoS, TRADOC is the approving authority for ITAs for accompanying spouse travel. ITAs for accompanying spouse travel must be routed through the CG, USACC to DCG/CoS, TRADOC for approval IAW [TRADOC Reg 1-11](#).

11-3. Preparation of an ITA Request (Non-Spouse Travel)

a. ITA request memorandum for all official (non-spouse travel) will be prepared and submitted IAW with the [Joint Travel Regulation](#) (JTR) and [AR 600-8-105](#).

b. All ITA packets (non-spouse travel) will be coordinated with the DCS G-8 and then forwarded to the USACC SJA for review at least 30 days prior to the travel date. After the SJA's review, the ITA packet will be forwarded through the SGS to the CG for approval. The ITA approval packet will contain:

- (1) [USACC Form 5](#) (with coordination lines for USACC SJA and DCS G-8).

(2) ITA request memorandum signed by the SJA and budget analyst and prepared for CG, USACC signature as the approving official.

(3) After the ITA is approved, the requesting organization will process the ITA in the Defense Travel System (DTS). A copy of the signed/approved ITA request memorandum must be attached as a supporting document to the travel authorization request in the DTS.

Appendix A - References

ARs, DA pamphlets, and DA forms are available at <http://www.apd.army.mil>.

TRADOC publications and forms are available at

<http://www.tradoc.army.mil/Publications.asp>.

USACC publications and forms are available at the USACC Knowledge Center in SharePoint.

Section I - Required Publications

| | |
|------------------------|---------------------------------------|
| AR 25-50 | Preparing and Managing Correspondence |
| TRADOC Regulation 1-11 | Staff Procedures |

Section II - Prescribed Publications

| | |
|------------------------------------|--|
| AR 25-30 | The Army Publishing Program |
| AR 25-52 | Authorized Abbreviations, Brevity Codes, and Acronyms |
| AR 25-400-2 | The Army Records Information Management System (ARIMS) |
| AR 600-8-105 | Military Orders |
| AR 600-8-22 | Military Awards |
| AR 672-20 | Incentive Awards |
| Army Directive 2007-01 | Policy for Travel by Department of the Army Officials |
| CC Pamphlet 25-400-2 | USACC Records Management Program |
| CC Regulation 10-5 | Organizations and Functions USA Cadet Command |
| CC Regulation 25-35 | USACC Publications and Forms Management Program |
| DA Pamphlet 672-20 | Incentive Awards Handbook |
| JTR | Joint Travel Regulation |
| TRADOC Supplement 1 to AR 600-8-22 | Military Awards |
| TRADOC Supplement 1 to AR 672-20 | Incentive Awards |

Section III - Referenced Forms

| | |
|----------------|---|
| AHRC Form 4165 | Video Teleconference Request |
| DA Form 1256 | Incentive Award Nomination and Approval |
| DA Form 2028 | Recommended Changes to Publications and Blank Forms |
| DA Form 638 | Recommendation for Award |
| HQDA Form 5 | HQDA Transmittal, Action, and Control |
| TRADOC Form 5 | TRADOC Transmittal, Action, and Control |
| USACC Form 5 | USACC Transmittal, Action, and Control |

Section IV - Referenced Websites

| Website | Location |
|--|---|
| SGS Correspondence Assistant | USACC SharePoint |
| Command Group SharePoint | USACC SharePoint |
| Army Publishing Directorate | http://www.apd.army.mil/ |
| Abbreviation, Brevity Code, or Acronym (ABCA) Database | https://www.rmda.army.mil/abbreviation/MainMenu.asp |
| U.S. Army Addresses and Office Symbols (AAO) Database | https://www.rmda.army.mil/aao/Search.aspx |

Appendix B - Command Conference Room (CCR)

a. Responsibilities

(1) Secretary of the General Staff (SGS). The SGS office is overall responsible for managing, scheduling, and maintaining the CCR.

(2) Executive Services Division (ESD). ESD is responsible for the CCR flag display and provides protocol support for meetings in the CCR that have distinguished visitors in attendance.

(3) Proponent for Meetings. The proponent is the staff section who has the lead for the meeting. The meeting proponent is directly responsible to schedule the CCR; schedule required Video Tele-Conference (VTC); set-up the CCR for the meeting to include nameplates and seating arrangements; provide briefing slide packets for attendees; reset the CCR upon completion of the meeting; and, if distinguished visitors are attending the meeting to coordinate with ESD for protocol support. Proponents are responsible to coordinate usage of the CCR in accordance with the procedures outlined below.

b. Procedures.

(1) Availability. The CCR is the primary meeting/briefing room for members of the Command Group; therefore, the CCR will only be scheduled for meetings/briefings that have a member of the Command Group in attendance. Command group personnel include the CG, DCG, CSM, CoS, and ACoS. The SGS may approve exceptions for promotion ceremonies or other occasional events on a case-by-case basis. Approved exceptions are subject to cancellation or rescheduling if a member of the Command Group requires the CCR.

(2) Scheduling the CCR.

(a) Check CCR availability prior to requesting a reservation. The CCR calendar is named "USARMY Ft Knox USACC Room 1002 Command Conference Room" and can be viewed in Outlook. To open the calendar in Outlook, select "Open Other User's Folder", locate and select the calendar in the Address Book, select "Calendar" in the folder type, and then select "OK".

(b) Available and booked times will be shown.

(c) If the CCR is available, email an Outlook "Meeting Request" (calendar invite) to: usarmy.knox.usacc.room.1002-command-conference-room@mail.mil. When the SGS accepts the "Meeting Request" it will automatically schedule the event on the CCR calendar.

(d) Provide the following information in the Outlook Calendar "Meeting Request":

- Proponent POC for the meeting to include name, organization, email address, and telephone number.

- Subject of the briefing/meeting.

- Name of senior attendee.

- Attach a copy of the presentation slides, if available.

(3) Meetings should not be scheduled back to back; allow 30 minutes between meetings to provide time for set-up.

(4) Contact the Assistant SGS at (502) 624-1639 if you require assistance in scheduling the CCR.

c. VTC and Teleconference Coordination.

(1) Coordinate the VTC or teleconference as soon as the meeting has been scheduled in the CCR. The meeting proponent is responsible for completing an AHRC Form 4165, Video Teleconference Request, dated Sep 14. For assistance in completing the form, contact the HRC VTC department at 502-613-7800/01. The completed AHRC Form 4165 will be emailed to usarmy.knox.hrc.list.vtc@mail.mil. The VTC department will provide a confirmation email once your VTC has been scheduled.

(2) VTC Connection. Meeting proponents are responsible for connecting to the VTC for their meeting. If the proponent needs assistance, contact the HRC VTC department at (502) 613-7800/01.

(3) Roll-Call. The meeting proponent is responsible for the VTC roll-call. Conduct the roll-call 20 minutes prior to the meeting start time and record each endpoint's senior representative's title/rank, name, position, and organization. Provide the VTC roll-call to the Command Group meeting participant no later than 10 minutes prior to the meeting start time.

(4) Presentations.

(a) The meeting proponent is responsible for the presentation of briefing slides or other electronic media. The CCR computer is configured for all USACC users; the public drive is accessible. First time users of the computer need to arrive 30 minutes early to ensure they can log on and access the slides. Coordinate with the HRC IT service provider at (502) 613-7777 if you require assistance with the computer, assistance in opening the slide presentation, and/or displaying the presentation on the screens. Presentations can also be brought on a CD or DVD.

(b) The meeting proponent is responsible for providing hard copy slides for attendees. If an RA was provided to the Command Group, copies do not need to be made for any Command Group leaders attending the meeting.

(5) Nameplates and Seating Arrangements.

(a) The SGS keeps nameplates on-hand for the Command Group, primary and special staff, and subordinate brigades. Proponents may use these nameplates for their meetings.

(b) Proponents will provide any additional nameplates that are needed for attendees at their meetings. Nameplate holders are available for use for nameplates made with the template located on the SGS website. Cut on the lines of the template to ensure the nameplate fits correctly in the holder.

(c) Meeting proponents are responsible for the set-up of nameplates on the conference room table. The CCR diagram is provided on the SGS website. If assistance is needed for the correct protocol placement of nameplates coordinate with ESD.

(6) Reset. The meeting proponent is responsible for returning the CCR to its original state to include: shutdown the audio visual equipment; log off the computer (do not shut down the computer); return all nameplates to their correct drawer; return all chairs to their original location; collect all extra briefing packets and papers; put all trash in the trash can in the kitchen; and, turn off the lights. If the flags were moved for any reason, ensure they are put back in the correct sequence and that the stands and spreaders are adjusted properly.

(7) Food and Beverages. In order to maintain the cleanliness and serviceability of the furniture in the CCR all drink containers will be placed on a coaster, or, if unavailable, a napkin. If food and drinks are served as part of a special event the proponent will ensure: tables used to serve food are covered with table cloths; all dishes and serving utensils borrowed from the kitchen will be thoroughly cleaned and returned neatly to the appropriate cabinet; counter tops and refrigerator will be wiped clean; conference table will be wiped clean; the CCR carpet will be vacuumed; the kitchen floor swept; all excess food will be removed from the refrigerator by the close of business (COB) the day of the event; and, all trash will be collected, including the main kitchen trash and removed to the dumpster. If a spill occurs, the proponent will ensure that the carpet is promptly cleaned to prevent stains. All paper products, table cloths, and disposable flatware will be provided by the event proponent.

Appendix C - Public Email Distribution Lists and Mailboxes

C-1. Command Group Distribution Lists

a. The Command Group distribution lists include frequently used distribution lists. These distribution lists are the best tools for distributing information to all of USACC. Requests for addition or deletion from these lists should be sent to the SGS email. All other requests for distribution lists and mailboxes should be addressed to the DCS G6.

b. Distribution lists are located in Enterprise Email global address list starting with the prefix: **USARMY FT KNOX USACC LIST HQ**

| Display Name Suffix | Alias Name | Members of Distribution List |
|-------------------------------|--|---|
| ALL BDE CDR | usarmy.knox.usacc.list.hq-all-bde-cdr@mail.mil | Brigade Commanders |
| ALL BDE CSM | usarmy.knox.usacc.list.hq-all-bde-csm@mail.mil | Brigade Command Sergeants Major |
| ALL BDE XO | usarmy.knox.usacc.list.hq-all-bde-xo@mail.mil | Brigade Executive Officers |
| ALL BDE DBO | usarmy.knox.usacc.list.hq-all-bde-dbo@mail.mil | Deputies of Brigade Operations |
| DIRECTORS and DEPUTIES | usarmy.knox.usacc.list.hq-directors-and-deputies | Directors and Deputies/Primary and Special Staff, HQs |

C-2. Guidance for Using Command Group Distribution Lists

a. The **ALL BDE CDR** and **ALL BDE CSM** distribution lists should be used only by COL/GS15 directors, members of the Command Group, and brigade commanders/command sergeants major.

b. The **ALL BDE DBO** and **ALL BDE XO** distribution lists should be used by deputy directors, chiefs of special staff, division chiefs, and brigade XOs/DBOs.

c. The **HQ DIRECTORS and DEPUTIES** distribution list should be used by brigade CDRs/XOs/DBOs, directors/deputy directors, chiefs of special staff, and the Command Group.

C-3. USACC Headquarters Mailboxes Referenced in this Publication

| Display Name | Alias Name | Office Mailbox |
|---|--|--|
| USARMY Ft Knox USACC Mailbox USACC SGS | usarmy.knox.usacc.mbx.usacc-sgs@mail.mil | USACC SGS |
| USARMY Ft Knox USACC Mailbox USACC Executive Services | usarmy.knox.usacc.mbx.usacc-executive-services@mail.mil | Executive Services Division (Protocol) |
| USARMY Ft Knox USACC Mailbox AWARDS | usarmy.knox.usacc.mbx.hq-g-1-awards@mail.mil | G-1, Military Awards |
| USARMY Ft Knox USACC Mailbox HQ G3 Ops | usarmy.knox.usacc.mbx.hq-g3-ops@mail.mil | G-3, Current Operations Division |
| USARMY Ft Knox TRADOC Mailbox SJA AdminLaw | usarmy.knox.tradoc.mbx.sja-adminlaw@mail.mil | Admin Law, OSJA |
| USARMY Ft Knox HRC List VTC | usarmy.knox.hrc.list.vtc@mail.mil | HRC VTC Department |

GLOSSARY

Section I - Acronyms and Abbreviations

| | |
|-------|---|
| AAO | US Army Addresses and Office Symbols |
| ABCA | Abbreviation, brevity code or acronym |
| ACoS | Assistant Chief of Staff |
| AO | Action Officer |
| APR | Annual Program Review |
| AR | Army Regulation |
| BDE | Brigade |
| CATS | Command Action Tracking System |
| CC | Cadet Command |
| cc | courtesy copy |
| CCR | Command Conference Room |
| CDR | Commander |
| CPG | Commander's Planning Group |
| CG | Commanding General |
| CGAO | Command Group Actions Office |
| SAD | CGAO Staff Actions Division |
| COB | Close of Business |
| COL | Colonel |
| CoS | Chief of Staff |
| CPD | Civilian Personnel Division |
| CSA | Chief of Staff of the Army |
| CSM | Command Sergeant Major |
| CUOPS | Current Operations Division |
| DA | Department of the Army |
| DCG | Deputy Commanding General |
| DCS | Deputy Chief of Staff (for G-Staff Directors) |
| DSM | Distinguished Service Medal |
| DTS | Defense Travel System |
| DVD | Digital Versatile Disk |
| EEO | Equal employment opportunity |
| ESD | Executive Services Division |
| EXSUM | Executive Summary |
| FIG | Figure |
| GO | General Officer |
| HQ | Headquarters |
| HQDA | Headquarters, Department of the Army |
| HRC | Human Resources Command |

| | |
|--------|---------------------------------------|
| IAW | In accordance with |
| IPR | In-Progress Review |
| IT | Information Technology |
| ITA | Invitational Travel Authorization |
| JFTR | Joint Federal Travel Regulation |
| JTR | Joint Travel Regulation |
| LOM | Legion of Merit |
| MAJ | Major |
| MOA | Memorandum of Agreement |
| MOI | Memorandum of Instruction |
| MOU | Memorandum of Understanding |
| MSM | Meritorious Service Medal |
| NE | North East |
| NLT | No later than |
| NW | North West |
| PAO | Public Affairs Officer |
| para | paragraph |
| POC | Point of Contact |
| RA | Read Ahead |
| REG | Regulation |
| ROTC | Reserve Officer Trainer Corps |
| SE | South East |
| SGS | Secretary of the General Staff |
| SJA | Staff Judge Advocate |
| SOP | Standing Operating Procedures |
| SW | South West |
| TDY | Temporary Duty |
| TRADOC | Training and Doctrine Command |
| USACC | United States Army Cadet Command |
| USAREC | United States Army Recruiting Command |
| VCSA | Vice Chief of Staff of the Army |
| VTC | Video Teleconference |
| XO | Executive Officer |

Section II - Terms

This section contains no entries.

Section III - Special Abbreviations and Terms

5Ws

Who, what, when, where, and why

Assist

Offices/activities that help or support the lead in preparing the final tasking deliverable.

Designated organization POC(s)

The designated administrative individual or team within a staff directorate or brigade, who is the lead for an action or project on behalf of their organization.

Lead

Directorate/section with the primary responsibility for preparing, coordinating, and submitting a final tasking deliverable by the assigned suspense date. This includes identifying and acquiring required resources (for example personnel, funding, facilities, etc.) for mission accomplishment.

Mission analysis

Evaluation and assessment to determine the specified, implied, and essential tasks; reason for GO involvement; identify critical facts and assumptions and available resources. Mission analysis is performed to varying degrees at different levels when completing an action.

Proponent

The proponent is the lead organization (command or staff) responsible for initiating, preparing, and coordinating actions and correspondence.

Tasking or Tasker

Any action originating from higher HQ; USACC CG; USACC subordinate commands; outside agencies; Congress; the White House; and the general public that requires resources (personnel, equipment, funds) or policy/program decisions that is disseminated to a lead organization/staff office for analysis, review, and reply.